

Guides and links for Recruiting Culturally & Linguistically Competent and Diverse Employees**

Some important information to get started...

Careful planning in terms of research, message creation, content delivery, timing, location, media mix and understanding your target markets will help you to generate the desired response from top-notch candidates from underrepresented backgrounds such as minorities, women, LGBTQs, people with disabilities and veterans. Below are some time-tested tactics that really work.

Assess The Effectiveness of Process Already in Place. Before you develop a diversity recruitment marketing campaign, it is important to evaluate the effectiveness of the processes already in place. A comprehensive diversity recruitment marketing program can have a long-lasting impact on the success of your diversity staffing efforts.

Conduct an Analysis of Current Advertisements Used. Conduct an analysis of current advertisements used to target underrepresented groups and the media outlets used. Determine which are most effective using both figures about response rates and actual hires. Those media outlets that have been shown to produce the best results should be reviewed to determine what aspects of their editorial content, marketing or distribution are leading to your success. Take the information obtained from this evaluation to help you in the creation of more effective future targeted marketing and use of media outlets that are more successful at reaching the underrepresented talent you are targeting.

Identify What Differentiates Diverse Job Seeker Career Decision Making. To effectively position your organization to appeal to potential candidates from underrepresented backgrounds, you must come to understand what employment issues are important to these market segments and why. While all the standard motivations will appeal to them like salary, benefits, bonuses, etc. there are other issues that may be important in their decision whether to work for your firm, that most likely would have less impact on the decision-making process for a white male.

Deliver a Consistent Message. Use the organization attributes identified through your research to create the recruitment messages that will be used to reach your target audiences. It is important to integrate the consistency of your display advertising with online banners, web site sponsorships, brochures, posters, career fair display materials and other diversity recruitment promotional tools used by your organization. You want the information that is transmitted to the market to create the same intended perception or you will not achieve your desired goals.

Align Campaign with Organizational Goals. Your diversity recruitment advertising campaign will work best if it takes its direction from the overall goals of your organization. So it is a good idea to take your cues from the company's mission and how the organization defines its business. This should not only guide diversity recruitment marketing, but the entire staffing function, as well.

Use Competitive Benchmarking. You should also use competitive benchmarking to develop or improve your diversity recruitment marketing program. This can be done by studying the diversity recruitment marketing advertising buys of competitors that receive awards for their campaigns, or making comparisons with organizations that get ranked on best company listings.

Market Segmentation is Important. Market segmentation is an important part of diversity recruitment marketing. By breaking down a large heterogeneous market into small, more homogeneous segments, and developing separate marketing programs to meet each segment's particular needs, a better match between what a company offers and what the market desires can be created.

Monitor Audience Response. After your diversity advertising positioning strategy is in place, monitor audience response so that you can make any needed adjustments to maximize your impact. Evaluate the results of your marketing by determining changes in responses rates with the previous period and the percentage of those changes.

Measure Results. One of the biggest causes of failures of diversity recruitment marketing is neglecting to measure the results of your efforts. Accurate measurement can help you to determine which efforts are yielding the highest number of quality candidates from underrepresented backgrounds. Metrics can also help you set, as well as justify your budget. It can also arm you with data for media buying negotiations.

*Adapted from **The Diversity Recruitment Marketing Best Practices Checklist** – Phone: 305-407-3803
URL: <http://www.multiculturaladvantage.com> © 2007 Convergence Media, Inc.*

Minority Media and Media in other languages in Virginia

Media traditionally targeting African Americans

- Richmond Free Press- Richmond
www.freepress.com
- The New Journal and Guide – Hampton Roads
<http://www.njournalg.com/>
- The Voice- Central Virginia
<http://www.voicenewspaper.com/>
- Roanoke Tribune – Roanoke
540-343-0326
- Shenandoah Valley Hit- Shenandoah Valley
540-442-8850
- Soul of Virginia- Central Virginia and Hampton Roads
866-768-5638

Spanish Language Media

- El Centro – Richmond
<http://www.centrovirginia.com/>
- Washington Hispanic – Washington, D.C., Maryland, Virginia
<http://www.washingtonhispanic.com/>
- El Tiempo Latino – Arlington, Washington, D.C.
<http://www.eltiempolatino.com/>
- The Virginia Gazette – Williamsburg, VA; Spanish Column titled “Vida Hispana”
<http://www.vagazette.com/vg-vidahispana-storygallery,0,1711076.storygallery?coll=va-front-utility>
- Tiempos Del Mundo – Washington, D.C.
<http://www.tdm.com/>
- El Nacional – Washington, D.C.
http://www.el-nacional.com/www/site/p_contenido.php
- El Pregonero – Washington, D.C.
<http://www.elpreg.org/>
- Washington’s Voz – Washington, D.C.
<http://www.washingtonvoz.com/spanish/index.php>
- Nuevas Raices – Harrisonburg, Lynchburg, Richmond, Charlottesville, Roanoke, Timberville, Winchester, Woodstock
<http://www.nuevasraices.com/home/defaultnew.asp>
- Noti Hispano – Galax
276-233-1392
- El Eco [print only] – Williamsburg, Hampton Roads, Richmond
- Tidewater Hispanic [print only] – Williamsburg, Hampton Roads, Richmond
- Los Mejores Trabajos en Richmond
P.O. Box 85333
Richmond, VA 23293
Tel: (804) 649-6030 / (804) 649-6232
- Horizontes [print only] – Louisa
- La Conexión [print only] – Fredericksburg

- Latino Impacto [print only] – Annandale

Spanish Radio

- 1320 AM SELECTA El Poder Latino
306 West Broad Street
Richmond, VA 23220
Tel: (804) 565-1320
- WTOY (1480 AM), Roanoke
798-7235. E-mail surmyv@yahoo.com

Media in Asian Languages

- Asian Fortune – Centreville
703-753-8295
- Pho Nho Vietnamese Falls Church
703-533-0264

Other Communities

- Arab American News
<http://www.arabamericannews.com/news/index.php?mod=article&cat=USA&article=967>
- Omaid Weekly- Alexandria
703-922-6321

Informal Networks for community engagement and recruiting in the state

Many of these networks have list serves or websites where you can post job openings. Also be sure to ask if any of the members of the networks have their own organizational newsletters or e-newsletters where you might post jobs and announcements.

- Colaborando Juntos- Central Virginia
www.colaborandojuntosva.com
- Hampton Roads Hispanic Community Network
<http://www.hamptonroadshispanic.org/index.cfm?action=a112&id=112>
- Creciendo Juntos- Charlottesville
<http://www.cj-network.org/>

- Connect Richmond
<http://www.connectrichmond.org/>
- Connect Southside
<http://www.connectsouthside.org/>
- Rappahannock Connect
<http://www.connectrappahannock.org/>
- National American Arab Nurses Association
<https://n-aana.org/Index.asp>
- Sabor Hampton Roads
<http://www.saborhr.com/>
- Harrisonburg Hispanic Council
<http://hispaniccouncil.org/HSC/>
- Virginia Hispanic Chamber of Commerce- Northern and Central Virginia
<http://www.vahcc.com/>
- Virginia Hispanic Committee- Northern Virginia
<http://hcva.org/program.html>

Diversity Recruiting and planning websites

- The Diversity at Work Center
<http://www.multiculturaladvantage.com/recruiting.asp>
- The Diversity Recruitment Marketing Best Practices Checklist
<http://www.multiculturaladvantage.com/giveaway/diversity-recruitment-marketing/best-practices-checklist.asp>
- The Job Seeker's Guide to Diversity Employment Resources Book Web Site
http://www.jobseekersdiversityguide.com/job_seeker_book/samplelistings.html

Online Recruiting Sources for Underrepresented Professionals

- Targeted to Latino Professionals
<http://www.latpro.com/cms/recruiter?1220636100> –
http://hispanic-jobs.com/getstarted_employers.php
- Targeted to African American Professionals

http://www.cbaanetwork.com/Default.aspx?siteid=sep_cbaa_gps_GEN_00013&cbRecursionCnt=1&cbid=594e9ab1bbe9460f945e7750819aad81-273937297-RL-4 –

- Targeted to LGBT Professionals
<http://www.progayjobs.com/employer.php>

Professional Associations and Career publications that Target Underrepresented Talent

- The American Society of Hispanic Psychiatry
<http://americansocietyhispanicpsychiatry.com/>
- Association of Hispanic Mental Health Professionals
<http://www.ahmhp.org/home/>
- Network of Arab-American Professionals
<http://www.naaponline.org/>
- Hispanic Association of Colleges and Universities
http://www.hacu.net/hacu/Default_EN.asp
- Virginia Asian Chamber of Commerce
<http://www.aabac.org/>
- National Association of African Americans in Human Resources
<http://www.naaahr.us/>
- National Arab American Medical Association
<http://www.naama.com/>
- National Association of Black Accountants
<http://www.nabainc.org/>
- National Society for Hispanic Professionals
<http://www.nshp.org/>
- Society for the Advancement of Chicanos and Native Americans in Sciences
<http://www.sacnas.org/>
- Associations of Black Psychologists
<http://www.abpsi.org/>
- Asian American Society of Central Virginia
<http://www.aasocv.org/>

- Coalition of Asian Pacific Americans of Virginia
<http://www.capava.org/>
- Chinese Community Association of Hampton Roads
<http://www.ccahr.org/about.php>
- Organization of Chinese Americans- Eastern Va Chapter
<http://www.oa-evc.org/>

Scholarships and Fellowship Programs for Targeted Recruiting

- American Psychological Association Minority Fellowship Program (MFP)
<http://www.apa.org/mfp/cprogram.html>
- American Association of Marriage and Family Therapy Minority Fellowship Program
http://www.aamft.org/about/MFP/Index_About_MFP.asp

Research and Articles on Diversity Recruitment Programs

- Employers Failure to implement Diversity Recruiting Programs
http://findarticles.com/p/articles/mi_m0EIN/is_2005_Nov_16/ai_n15800653
- SIGNS OF A GENUINE DIVERSITY PROGRAM
<http://www.recruitersnetwork.com/articles/article.cfm?ID=1496>
- Latino Psychiatrists Key to Better MH Care in Their Communities
<http://pn.psychiatryonline.org/cgi/content/full/43/11/14?eaf>
- Five Steps to More Effective Diversity Recruiting
<http://www.recruitersnetwork.com/articles/article.cfm?ID=1141>
- Colorful Approaches Toward Colorful Workforces
<http://www.recruitersnetwork.com/articles/article.cfm?ID=1353>

Tips on Interviewing and Hiring Strategies of Diverse Employees

It is not enough just to have a diverse group of candidates to apply for your open positions, now you must take the time to ensure that they are truly culturally and linguistically competent. You must evaluate your standard interviewing and hiring processes to determine whether it is appropriate for this new pool of candidates.

Sometimes, with bilingual candidates, you must consider whether the tasks associated with the job are tasks that can be learned on-the-job as opposed to tasks in which the candidates has had prior experience. Many employers decide that a candidate's bilingual abilities are much more valuable than the posted requirements which can be learned over a short period of time. Think about pushing the corners of what

you might feel are non-negotiable requirements for the position and consider hiring candidates who have less experience in a particular area. But, be sure to have a mechanism in place for them to be trained in this task as soon as they are on board. Your retention rate will be very low if you haven't planned to train them in their core tasks right away.

- Twenty tips for interviewing multicultural candidates
http://www.diversitycentral.com/business/feature_summary.html
- Book Excerpts from HR and the New Hispanic Workforce
http://books.google.com/books?id=MUC3Qx8_s_IC&pg=PA59&lpg=PA59&dq=how+to+interview+hispanic+job+candidates&source=web&ots=b88UiztwRW&sig=cTTJRYk_oc0hdH6-DseVrke7j2s&hl=en&sa=X&oi=book_result&resnum=2&ct=result
- The Soft Handshake... And Nine Other Myths About Interviewing Good Candidates
<http://www.notrain-nogain.org/Divers/interv.asp>

How to Keep Retention Rates High

Many employers feel that success comes once employees of diverse cultural and linguistic backgrounds are hired. They feel they can sit back and relax and consider that they have accomplished the goal of diversity. This can't be further from the truth.

Before you make plans for your first job fair to target culturally and linguistically competent employees, you must spend time examining your existing employee culture and addressing problems related to this culture. New employees who are in heavy demand because of their language or professional skills will not stick around an organization that does not offer them support and comfort in their first several months.

Here are some links that give insight into how to prepare your existing workforce for a new influx of diverse employees and create support mechanisms for those new employees. Although these links are focused on new Latino employees, the theories can be applied to many different communities. There is also a lot of attention paid to this aspect in the diversity recruiting planning links listed above.

- Why Hispanic Employees Quit: Best Practices to Reduce Hispanic Employee Turnover
<http://www.latpro.com/cms/en/careeradvice/hispanic-professionals-retention-recruitment>
- Job Interview Questions for Hispanic Jobseekers: What to Ask Potential Employers about Diversity
<http://www.latpro.com/cms/en/careeradvice/job-interview-diversity-questions>
- Hispanic Culture at Work: Understanding and Managing Hispanic Employees
http://www.latpro.com/USER/RECR/dyn_frame.php?frametarget=tornoe-understanding.html

*** We have just scratched the surface of what can become a comprehensive listing of resources. Communities across the state have networks and media that can help us reach a diverse audience.*